

EEO Commission (EEOC) Management Directive (MD) 715 Equal Employment Opportunity

AN OVERVIEW

**A PARTNERSHIP BETWEEN
LEADERS, EEO, AND CIVILIAN
PERSONNEL**

OVERVIEW

EEO is the Commander's Program

Intent of MD-715 is to ensure all employees and applicants for employment enjoy equality of opportunity in the federal workplace

Periodic self-assessments and removal of barriers to free and open workplace competition are required

ELEMENTS OF A MODEL EEO PROGRAM

Demonstrated Commitment from Agency Leadership

Integration of EEO into the Agency's Strategic Mission

Management and Program Accountability

Proactive Prevention of Unlawful Discrimination

Efficiency

Responsiveness and Legal Compliance

DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

**Translate EEO into every day practice and make
EEO principles a fundamental part of the culture**

**Commitment must be communicated from the top
down**

**Policy statement expressing commitment for EEO
and a workplace free of discriminatory
harassment required annually**

INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

EEO Director has regular access to commander and senior managers for reporting on the effectiveness, efficiency, and legal compliance of the agencies Title VII and Rehabilitation Act programs

EEO professionals involved with, and consulted on, the management and deployment of human resources

Sufficient resources allocated to maintain a viable EEO program

Use various media to distribute EEO information concerning federal EEO laws, regulations, and requirements

MANAGEMENT AND PROGRAM ACCOUNTABILITY

Hold supervisors, managers, EEO officials, and personnel officers accountable for the effective implementation and management of the EEO program

Evaluate supervisors and managers on efforts to ensure equality of opportunity for all employees

Implement effective reasonable accommodation procedures

Review each finding of discrimination to determine the appropriateness of taking disciplinary action against official(s) involved in the matter

PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION

Conduct a self-assessment on at least an annual basis to monitor progress, identify areas where barriers may operate to exclude certain groups, and develop strategic plans to eliminate identified barriers

Self-Assessment Checklist includes information on EEO policies, access to leadership, resources, complaints, mediation, and reasonable accommodation

EFFICIENCY

Efficient and fair complaint and Alternative Dispute Resolution (ADR) process; ensure managers participate in ADR process

Identify, monitor, and report significant trends in complaint and ADR processes

Ensure proficiency in systems that track complaints, applicant flow data, and workforce data

RESPONSIVENESS AND LEGAL COMPLIANCE

Ensure full compliance with the law

Submit required reports to EEOC annually

Management must fully and timely comply with final EEOC orders for corrective action and relief in EEO matters

BARRIER IDENTIFICATION AND ELIMINATION

Step One: Analyze Source Material

**Step Two: Investigate to Pinpoint Actual
Barriers and Their Causes**

Step Three: Eliminate Barriers

Step Four: Plan Assessment



STEP ONE: ANALYZE SOURCE MATERIAL

Attention is to be devoted to what the compiled data reveals about the organization and its workforce

Data includes permanent, temporary, NAF, and disabled employees; snapshots are grouped by total work force, occupational groups, GS, WG, top series, new hires, separations, awards, promotions, senior grade selections, training, and applicant flow

In addition to data gathering, additional information is to be obtained by conducting climate surveys and exit interviews, analyzing complaints, and researching available governmental and local sources

STEP TWO: INVESTIGATE TO PINPOINT ACTUAL BARRIERS AND THEIR CAUSES

Examination may include data analysis; reviewing policies, procedures, and practices; examining complaints, survey trends, and conducting exit interviews; and analyzing whether the pinpointed barrier is job related

Based on data, determine appropriate benchmarks, compare numbers, and note net changes

Heed triggers from other sources

Pinpoint barriers and determine root causes

STEP THREE: ELIMINATE BARRIERS

Devise plan to address barrier root causes; plan includes developing overall objectives for barrier elimination, designating responsible personnel, and providing target dates for elimination of the barrier

Complete action items within timelines; officials should be held accountable for their performance deficiencies

Allow establishment of goals for the hiring and advancement of individuals with disabilities

Report plan and progress to the EEOC annually

STEP FOUR: PLAN ASSESSMENT

Track progress; should be measurable

Hold officials accountable

**Periodic re-assessments should be done
to discover if plan needs adjusting**



Equal
Employment
Oppportunity

BOTTOM LINE!

Is important to the mission and

Seeks to ensure equality for all employees and applicants

The end result will

Help employee morale and ensure an

Earnest effort to eliminate discrimination

Legally we are

All responsible partners for having a

Winning EEO Program!